

MEMORANDUM FOR: Director of Communications
Director of Security
Chief, Medical Staff
General Counsel
Comptroller

SUBJECT: Contingency Force for Office of Communications

REFERENCE: Memo for Deputy Director (Support), Subject as Above,
Dated 27 August 1959

1. The Deputy Director (Support), on 14 September 1959, approved the recommendation contained in Reference that a Contingency Force consisting of thirty persons be established in the Office of Communications. This force would be on immediate call for contingencies which cause workloads in excess of the capabilities of available manpower in the headquarters signal center of the Office of Communications.

2. The Personnel Operations Division, Office of Personnel, in coordination with the Office of Communications and other appropriate offices, will proceed with the procurement and processing of necessary personnel to meet the needs of this program, following the procedures outlined in Attachment to Reference.

[Redacted] STATINTL

Gordon M. Stewart
Director of Personnel

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SC 9-1047

MEMORANDUM FOR: Acting Deputy Director (Support)
SUBJECT: Contingency Force for Office of Communications

This memorandum submits a recommendation for approval by the Acting Deputy Director (Support). Such recommendation is contained in paragraph 5.

1. THE PROBLEM:

To make available a dependable and cleared force whose services would be on immediate call for contingencies which cause workloads in excess of the capabilities of available manpower in the headquarters signal center of the Office of Communications.

2. FACTS BEARING ON THE PROBLEM:

- a. Limited progress has been made in providing for qualified personnel, civilian and military, to meet the increased need for manpower which would occur in the Office of Communications at the time of a general emergency. The availability of this manpower is predicated on government manpower controls which would be exercised only in time of national emergency so declared by the President. However, experience has shown that contingencies occur from time to time in connection with limited emergencies, particularly of the cold war variety, which result in sharp increases in communication traffic and the need for temporary manpower to handle these increases.
- b. The Office of Communications is making every effort to solve this problem by careful analysis of the task, job engineering, overtime use of current force, collateral assignment of personnel to emergency duty, and other means. Yet the resources of the headquarters signal center have been extended to the utmost in periods of operational activities and political turmoil. Extraordinary traffic loads related to PBSUCCESS, [redacted], the Middle East crises, and numerous other similar problems have been successfully handled, but fortunately the crises occurred separately and the loads did not continue to the point of overlap.

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APPENDIX: Contingency Force for Office of Communications

- c. The Director of Communications has proposed that there be established in the Office of Communications a Contingency Force of thirty wives for temporary duty in times of limited emergency, and that the force be composed of wives whose husbands are employed by the Agency at headquarters in grades GS-7 through GS-12 and in positions not normally subject to rotation. This proposal was mentioned by the Director of Communications at the fifty-sixth meeting of the Career Council on 30 April 1959. Although no formal position was taken by the Career Council, the idea met with general approbation.
- d. For budget purposes, it is estimated that this Contingency Force will be used the equivalent of two man-years. Computed at the yearly rate for a GS-5, the maximum cost of the use of the Contingency Force for FY-1960 would be approximately \$10,000. No funds are included in the Office of Communications budget for the continuous use of this force. A supplemental allocation would be required and justified by the emergency condition creating the need.

2. DISCUSSION:

- a. The problem is a serious one for the Agency, involving as it does the flow of priority information. The solution which has been suggested by the Director of Communications seems to offer at least three potential advantages for the Agency:
 - (1) It will provide a ready relief group to augment the regular force of the Office of Communications in contingencies such as those described.
 - (2) It will train wives of Agency employees in relatively uncommon and imperatively needed skills for use in event of a general emergency, when manpower controls will probably put fewer limitations on activities of women than on those of men.
 - (3) It will restrict classified information to persons who already have some acquaintance with the Agency's security needs and who retain a connection with the Agency even when no longer employed.
- b. Employment of wives of Agency personnel entails some potential disadvantages.
 - (1) Charges of nepotism similar to those arising out of the summer employment plan are possible. Difficulty in equitable treatment of temporary employees in relation to staff employees could be encountered, particularly in view of the special interest of the husbands. Careful administration could undoubtedly offset these

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practical difficulties. It is noted that the Director of Communications has suggested restrictions on the grade range of the husbands as one means of minimizing this form of administrative problem.

(2) Expanding the on-duty complement to meet a contingency may prove easier than reducing it to original size when the contingency has passed. Aggressive management together with the WAE type of appointment will, however, readily permit contractions of the work force as a contingency diminishes.

c. Candidates are required to have cryptographic in addition to top-secret clearance. Other security precautions and the details of relevant personnel, medical, and fiscal procedure are outlined in attachment.

d. It is planned that each member of the Force will be given some on-the-job training and will be employed a minimum of three days during each quarter of a year in order to maintain interest and readiness for productive work. Pay during the training period will be at the \$1.95 hourly rate.

4. CONCLUSIONS:

a. The potential advantages appear to outweigh the potential disadvantages, and a trial of the proposed plan seems in order.

b. The Director of Personnel should recruit the Contingency Force according to needs of the Office of Communications, hiring at \$1.95 an hour, the equivalent of GS-5, by means of WAE appointments with a maximum term of one year.

5. RECOMMENDATION:

It is recommended that the Acting Deputy Director (Support) approve the proposal to establish in the Office of Communications, for temporary duty as needed, a Contingency Force such as described herein, consisting of thirty persons, wives of men employed by the Agency at headquarters in grades GS-7 through GS-12 and in positions not normally subject to rotation.

[Redacted]
Acting Director of Personnel

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Attachment

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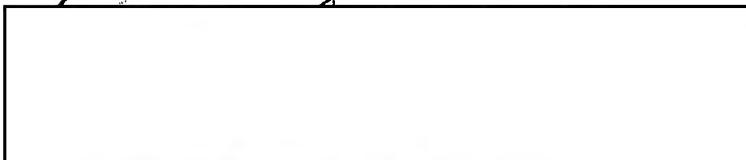
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Director of Communications

10 Aug 59
Date

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Director of Security

11 Aug 59
Date

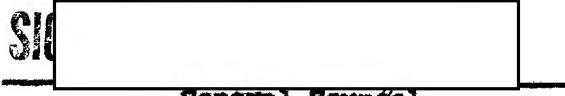
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Chief, Medical Staff

11 Aug 59
Date

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General Counsel

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ATTACHMENT

SECURITY, PERSONNEL AND MEDICAL ANNEX TO STAFF STUDY
CONTINGENCY FORCE FOR OFFICE OF COMMUNICATIONS

1. SECURITY

- a. Both top-secret and cryptographic clearance will be required for admission to the Contingency Force. The Office of Security will review the clearances periodically.
- b. The Office of Security will furnish each member of the Force with a limited-access building pass, to be kept in her possession when awaiting call to active duty.
- c. The Office of Communications will inform members of the Force as to place of reporting for duty in event of national emergency and disruption of facilities.

2. PERSONNEL

- a. The Office of Personnel will be responsible for all correspondence between the Agency and candidates for the Contingency Force. Once a candidate is appointed, the Office of Communications will be responsible for routine contact and correspondence. Appointment renewals and terminations will be channeled through the Office of Personnel.
- b. The Office of Communications will submit time and attendance reports to the Comptroller on the usual Form 20 for payroll purposes.
- c. The Office of Communications will be responsible for training the members of the Contingency Force.

3. MEDICAL

- a. Successful completion of a medical examination by the Medical Staff will be required of all candidates before admission to the Force. This examination will be similar in all respects to that required of an applicant for headquarters staff employment.
- b. A re-examination by the Medical Staff will be necessary if a year or more has elapsed between the original examination and the first tour of active duty.
- c. As part of the briefing in connection with the first tour of active duty the responsible Office of Communications official will inform

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each member of her responsibility to notify that Office, prior to each tour of active duty, of any change in her physical condition, such as pregnancy or a serious illness or injury. The Office of Communications will forward this information to the Medical Staff for evaluation and appropriate action.

4. Implementation and administration:

- (1) Each candidate will complete Standard Form 89, Report of Medical History, as part of her application, and the Office of Personnel will forward this report to the Medical Staff attached to Form 570, Request for Pre-Employment Medical Evaluation.
- (2) The Office of Personnel will request the medical examination by means of Form 259, Request for Medical Evaluation, and will receive a report of the result from the Medical Staff as provided in [redacted]
- (3) The Office of Communications, on becoming aware of any change in the physical status of a member of the Contingency Force (paragraph 3.c., above), will forward this information by memorandum to the Medical Staff.

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